



DEPARTMENT *of* GENERAL SERVICES

2017 YEAR IN REVIEW

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A Message *from* the Director



On behalf of the Department of General Services (DGS), I am pleased to present the 2017 DGS Year in Review.

At DGS, we have an annual strategic planning process in which each of our divisions and offices identifies a few select strategic goals and then determines what they can achieve within the calendar year.

In the interest of transparency, we then publish our goals through our annual *Strategic Plan*, which we post on the internet and distribute in printed form early in the calendar year.

While some goals identified in the *Strategic Plan* will take several years to achieve, we strive to complete most of the strategic goals within the calendar year. We set an informal goal of achieving 70 percent or more of the goals we've identified within the calendar year. We do this purposely to prevent perfect from being the enemy of the good. That is, we want to promote a culture more willing to take (calculated) risks to achieve more meaningful and ambitious goals.

By the end of the year, we at DGS go through a rigorous internal process to confirm which of the strategic goals we actually completed. We then identify these completed goals, along with other notable achievements, in our annual *Year in Review*.

As you can imagine, the completion of the goals identified in this *Year in Review* is the culmination of work performed by many hands within DGS. Staff members at every level within every division and office at DGS have played some role in completing these strategic goals. And all of these goals go beyond the day-to-day work we perform to support state departments and serve the public in our role as the state's business manager. Frankly, I'm thrilled by what we have accomplished together in the past year.

I'm very proud to serve as the director for a department that serves such a central role for the state and continues to pursue its vision of "excellence in the business of government."

Sincerely,

DANIEL C. KIM | DIRECTOR

About Our Department



The Department of General Services (DGS) serves as business manager for the state of California.

DGS offers perhaps the most diverse set of services in all of California state government. Our employees do everything from managing construction projects to procuring vital equipment to overseeing a statewide vehicle fleet—and much, much more.

Procurement Division (PD)

Real Estate Services Division (RES D)

Facilities Management Division (FMD)

Division of the State Architect (DSA)

Office of Administrative Hearings (OAH)

Interagency Support Division (ISD)

- Office of Fleet and Asset Management (OFAM)
- Office of State Publishing (OSP)
- Building Standards Commission (BSC)
- Office of Public School Construction (OPSC)
- California Commission on Disability Access (CCDA)

Administration Division

- Enterprise Technology Solutions (ETS)
- Office of Fiscal Services (OFS)
- Office of Human Resources (OHR)
- Office of Business Acquisition Services (OBAS)
- Office of Risk and Insurance Management (ORIM)

Director's Office

- Office of Sustainability (OS)
- Office of Audit Services (OAS)
- Office of Legal Services (OLS)
- Office of Strategic Planning, Policy and Research (OSPPR)
- Office of Legislative Affairs (OLA)
- Office of Public Affairs (OPA)



2017 Strategic Plan

In 2017, DGS launched a forward-thinking strategic plan that targeted collaboration and innovation to support our partners and customers. Five strategic direction themes illuminated a path followed throughout the year while divisions and offices made progress toward their goals.



STRATEGIC DIRECTION



Collaborative: We solicit input from our partners to collectively improve our outcomes.



Consultative: We offer counsel and advice so our customers can maximize benefit and mitigate risk.



Sustainable: We serve as good stewards of state resources and help “green” government.



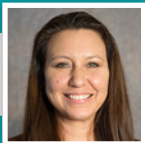
Data-Informed: We use and share data to make better decisions for ourselves and our customers.



Effective: We continuously develop ourselves so we can better serve our customers.

2017 Accomplishments





ANGELA SHELL
DEPUTY DIRECTOR, PROCUREMENT DIVISION

Procurement

The Procurement Division oversees policies and procedures used by all state agencies in their purchasing and contracting activities. The Procurement Division develops innovative procurement solutions including statewide contracts, purchasing portals, and end-user training; and promotes small business and disabled veteran business enterprise participation in state contracting, enabling state agencies to acquire the goods and services needed to serve the people of California.



The deputy director of the Procurement Division acts as the state's chief procurement officer. In 2017 the Procurement Division continued to serve our customers by implementing new methods to train state buyers, streamlining processes and implementing a new purchasing accreditation process. Some of our most significant accomplishments included:

- **Purchasing Accreditation Implemented** – The Procurement Division implemented the Purchasing Authority Accreditation Process, which is an extensive process by which departments requesting delegated authority to procure their own goods and services must undertake a thorough review of their procurement policies and practices. In 2017, DGS accredited 12 state departments, which enables these departments to procure goods and services more quickly, freeing up DGS to focus on more complex procurements while ensuring that departments comply with state procurement practices.
- **FI\$Cal Data Analyzed to Identify Savings Opportunities** – The Procurement Division met the 2017 strategic goal to leverage Financial Information System for California (FI\$Cal) data and find new sourcing opportunities by using data mining techniques that uncovered the following areas in which money could be saved for the state of California:
 - » ESRI geographic information system (GIS) spatial mapping software
 - » Strategic planning training
 - » Confidential document shredding
 - » WestLaw Books
 - » Temporary medical staffing

PD also strengthened its position on “off contract” (or contract noncompliant) spending by ensuring statewide contracts are available for the above-mentioned commonly purchased goods and services. This way, state departments can more easily procure these types of services rather than undergo their own competitive bidding process.

- **Cal eProcure Launched & Services Combined**—In an effort to promote transparency, the Procurement Division partnered with the FI\$Cal team to launch California's online marketplace, Cal eProcure.

Cal eProcure hosts the California State Contracts Register (CSCR) and the State Contract and Procurement Registration System (SCPRS). Both have search tools, allowing the query and viewing of statewide procurement data such as bidding events, contract details, and past purchases. Additionally, CSCR, FI\$Cal, SCPRS, and the newly designed PeopleSoft procurement and contracting modules in FI\$Cal have all been updated to a single, user-friendly repository. For bidders, suppliers, fellow departments and the public, searching for and viewing procurement information is now at the click of a button.

- **Emergency Response Process Streamlined**—The Procurement Division established a new system to meet state and federal contracting requirements for services and materials during state disasters, and completed the multi-departmental State Unified Logistics plan for the Governor's Office of Emergency Services.
- **CalPCA Goes Online**—The California Procurement and Contracting Academy (CalPCA) is the Procurement Division's training unit, offering contracting workshops for state buyers and contract analysts. CalPCA previously offered limited-seating face-to-face classes and a handful of webinar trainings. In 2017, a new web-based Learning Management System (LMS) launched as CalPCA Online. The LMS is a place where students statewide are able to participate in on-demand, self-paced training—something never before available through CalPCA.

This change will increase the reach of DGS procurement training to customer agencies and departments and reduce the need for travel, and also will reduce the training downtime impact to student workload as courses become available in small segments, rather than half-day sessions. The system also provides support for an increased number of webinar offerings

and handles enrollment for in-person classes, doubling as a system of record. The features of the LMS also include webinar presentation software, video support, testing functionality, automatic grading, completion certificates, training transcripts and reporting.

- **Transparency Dashboard Launched**—The Procurement Division also launched a dashboard where the public can view approved justification requests, including dollar amounts, awards to vendor, amendments and commodity acquired. This transparency dashboard helps build public trust and promote more accountability for departmental purchases.
- **Purchaser Leadership Award Received**—The Procurement Division completed a two-year effort to measure environmental, social and economic impacts of more than \$97 billion in state spend (2012–2015), using the state contract and procurement reporting system (SCPRS) data. This work advances sustainable purchasing and helps organizations establish metrics to measure leadership and form and prioritize strategies. For these efforts, DGS received the Purchaser Leadership Award for Special Initiatives from the national Sustainable Purchasing Leadership Council.



**JASON KENNEY**

ACTING DEPUTY DIRECTOR, REAL ESTATE SERVICES DIVISION

Real Estate Services

The Real Estate Services Division (RES D) is a full-service real estate organization. Its priority is to provide the highest level of customer service in fulfilling state agencies' facility and real property needs.

In 2017, RES D undertook a major reorganization. RES D branches experienced a significant number of retirements and had to rethink many processes in light of new software, new staff, and the prior year's RES D reorganization. Despite this, RES D finalized a long-term plan for its entire portfolio; streamlined slower, older processes; made major strides in sustainability; and launched some of the largest construction projects in decades. Some notable RES D accomplishments this past year include:

- **New State Office Building Projects Awarded** – RES D's Project Management and Development Branch (PMD B) successfully concluded the development phases of the new 1215 O Street office building and new Resources building projects. This included completion of separate environmental impact reports (EIRs) for both projects; development of comprehensive performance criteria; solicitation for Design-Build teams; and awarding both projects. DGS has met every schedule and budget milestone for these projects to date. These two landmark, zero net energy projects serve as the cornerstone for a 10-year, multibillion dollar plan to address deficient state office space in Sacramento.
- **Cutting-edge Air Quality Testing Center Project Awarded** – Also this year, PMDB finalized the EIR for the Air Resources Board Southern California consolidation project, developed comprehensive performance criteria, solicited for Design-Build teams, and awarded the project. This zero net energy and zero net carbon project will be the world's most modern air quality testing center. One of the three largest projects DGS has undertaken in decades, this project is on schedule and within budget.
- **Path Toward Net Zero Initiated** – The department's Zero Net Energy First policy was created, along with a methodology and screening tool that will be used to identify the most cost-effective path toward achieving zero net energy.

- **PMDB Branch Reorganized** – PMDB reorganized its architectural and engineering and project management sections, eliminated institutional silos, and has successfully supported upward mobility and promotions as well as a very successful and extensive hiring program.
- **Contracts Expedited** – Over the last year, PMDB has been able to provide a smooth transition in taking responsibility for the preparation, administration and execution of architectural and engineering contracts. This will greatly speed PMDB project execution and has already resulted in months of eliminated contracting time frames.
- **10-year Portfolio Plan Launched** – The Asset Management Branch (AMB) prepared a strategic comprehensive 10-year Portfolio Plan for 21 state office buildings outside of Sacramento County comprising nearly 5.8 million gross square feet. The Portfolio Plan is a companion to the 10-year Sequencing Plan, which prioritized and proposed dispositions for the buildings in DGS' Sacramento portfolio. The Portfolio Plan prioritized office buildings based on the critical nature of pending capital projects; made recommendations for the sale of select buildings; and proposed creative concepts to address office space needs in various markets. Benefits of the Portfolio Plan included providing a balanced portfolio and creating the process of addressing the infrastructure deficiencies in Sacramento.
- **Leasing Streamlined** – AMB proposed changes to the State Administrative Manual (SAM) that allow for renewals of leases in state buildings with tenants who are in good standing without the need to offer the space through a competitive bid process. This reduced lease costs and eliminated unnecessary workload.
- **High Speed Rail Project Supported** – AMB provided substantive real estate acquisition and due diligence support to the High Speed Rail project, which was pivotal to the project successfully acquiring properties necessary for current and future development.

- **Rental Rate Analysis Completed** – AMB performed a comprehensive rental rate analysis, in conjunction with the Office of Fiscal Services and the Facilities Management Division, comparing the state's current rental rates to those of similar commercial office buildings in markets throughout California. This analysis will help inform DGS' future restructuring of lease rates to promote more market-based decision-making when it comes to departmental space needs.
- **Green Lease Leader Award Received** – In 2017, DGS won the 2017 Green Lease Leader award presented by the U.S. Department of Energy and the Institute for Market Transformation. This designation affirms DGS' excellence in creating and executing green leases. DGS recently updated the standard lease document and the way it considers possible lease space to include more sustainable features and to leverage leases as transformative tools to save energy.





JEMAHL ÄMEN
DEPUTY DIRECTOR, FACILITIES MANAGEMENT DIVISION

Facilities Management

The Facilities Management Division (FMD) strives to take care of state assets, ensure a healthy working environment for tenants and staff, and deliver strong customer service.

The strategic direction of FMD is to increase the ability to address deferred and preventive maintenance in buildings while setting the bar for industry standards as they relate to project management, custodial and trades services, and building management. The following FMD 2017 goals supported FMD's purpose and strategy by focusing on customer service and greater program efficiencies.

- **Project Intake Committee Established**—A new process for delivering projects in the Direct Construction Unit (DCU) took shape with the help of the Project Intake Committee (PIC). The PIC is a coordination of efforts between FMD, RESD and the Office of Sustainability. This process is important because it encourages cross-divisional collaboration and minimizes duplication of efforts, which ultimately results in lower costs and greater economy of scale.
- **Statewide Tenant Workgroup Initiated**—FMD established a 12-member Statewide Tenant Workgroup comprised of representatives from other state agencies and departments to collaboratively improve ongoing maintenance and facility services, allowing for open and transparent communication between FMD and its tenants. This workgroup has provided input on the state building portfolio, building rental rates,

parking lot management, sustainability efforts for buildings and fleets, and a 10-year Sequencing Plan to address infrastructure deficiencies. The workgroup also enables FMD to focus on its divisional goals of assets, people and service by uniting these goals in FMD's approach to customers.

- **Safety Improved**—FMD achieved a 100 percent Injury and Illness Prevention Program (IIPP) completion rate, thanks to the hard work of its in-house training team. FMD also has a 100 percent Direct Construction Unit project inspection rate and a safety training rate exceeding 90 percent. The overwhelming success in the IIPP, inspection, and safety training rates has improved overall safety for FMD staff, which also means safer and healthier environments for tenants and clients alike.
- **New Cost-Cutting Approach Initiated**—A new methodology for cost estimation was completed to determine labor rates, funding encumbrance reconciliation, contract quality assurance and quality control in order to determine real costs of in-progress and upcoming projects. This new approach increased capacity for project completion (as it relates to financial ability) and has also allowed FMD to gain greater understanding of fiscal and human resource costs, which is important in empowering the division's ability to meet needs.





CHET WIDOM, FAIA
STATE ARCHITECT, DIVISION OF THE STATE ARCHITECT

State Architect

The Division of the State Architect (DSA) provides design and construction oversight for state-owned facilities and public schools.

While DSA continued to maintain its proven success of ensuring the safety of public school construction through stringent oversight and review, significant strides were made in 2017 toward accomplishing one of DSA's ultimate goals of transforming itself into a "trusted partner" with its clients and stakeholders. These accomplishments include:

- **Bin Time Eliminated**—DSA established a strategic goal of reducing bin time from six to four weeks. Bin time was the time period between client plan submittal and commencement of DSA plan review. Not only did DSA exceed this goal by the end of June, it took it one giant step further: DSA completely replaced the existing process and virtually eliminated bin time altogether. As a result of these process reengineering efforts, DSA will reduce the time it takes for schools to be built, and this in turn will reduce construction escalation costs—by millions of dollars annually.
- **Project Plan Process Refined**—In July 2017, DSA implemented the Project Submittal Appointment Process. This new process allows clients to identify a specific day to submit plans to the State Architect, and DSA commences plan review within five working days. Under this system, plans no longer sit idle while awaiting review by DSA, allowing the design professional time to further refine and adjust the scope of project plans right until the time of submission. The increased quality of plans submitted to DSA

correspondingly results in a more expeditious review and approval process, and avoids rapidly rising construction cost escalations.

- **Electronic Plan Review Integrated**—DSA also entered into an agreement with AECOM (a multinational engineering firm that provides design, consulting, construction and management services) to help establish protocols and training standards to set the stage for the complete migration to electronic plan review in 2018. DSA continues to monitor progress based on client feedback for those already undergoing electronic plan review and electronic backcheck, and continues to refine processes as necessary.
- **School Construction Plans Reviewed**—In fiscal year 2016–17, the State Architect reviewed plans and oversaw construction of over 3,000 school construction projects for the second consecutive year. Though this is a slight decrease in total number of projects received from the previous year, the total dollar value of these projects was 8 percent higher, totaling \$5.2 billion.
- **Safer Bleacher Requirements Submitted for National Adoption**—After successfully promulgating California Building Code regulations in 2016 to address potential safety concerns with premanufactured bleachers, DSA shared its findings and subsequent actions to remedy the issue with the International Code Council (ICC). ICC is a leading authority that develops building code standards used by most of the country. ICC will use DSA's new bleacher requirements in its upcoming proposed building standards package, and it is widely expected that this proposal will be adopted and that DSA's actions will once again help establish the standard used by the rest of the nation.
- **Access Code Collaborative Initiated**—To improve stakeholder collaboration in DSA's access code development process, DSA established the Access Code Collaborative (ACC), a diverse, representative group that will provide input and feedback to DSA on proposed amendments to California Building Code (CBC) Chapter 11B regulations affecting individuals with disabilities.



Administrative Hearings

The Office of Administrative Hearings (OAH) serves as a neutral forum for fair and independent resolution of administrative matters for state and local government agencies. OAH is divided into two statewide divisions: the General Jurisdiction Division and the Special Education Division.

For 2017, OAH focused its efforts on bringing greater efficiencies to the services we provide to parties, both internally and externally. We strive to deliver the highest quality administrative hearing services in a secure, cost-effective manner. To this end, in 2017, OAH completed the following:

- **OAH Reorganized** – During 2017, an important reorganization of the OAH Administrative Division improved and streamlined services internally and externally, and these improvements included the appointment of a Chief of Administration.
 - **Secure e-Filing Implemented** – In 2017, OAH developed and deployed a new e-Filing and document processing system – an upgrade that included encryption security to protect the sensitive and private information of the communities OAH serves. OAH benefits by having the ability to receive and send sensitive documents utilizing a file transfer application that meets Health Insurance Portability and Accountability Act security standards. The application also provides easy accessibility to OAH's judges and staff, and the parties that utilize OAH's services. By automatically time-stamping incoming documents and allowing a quicker (a few seconds versus two to three minutes) means to attach files to send back to parties, the secure e-File transfer application reduces the amount of time it takes OAH to process filings and send documentation to the public. The application also sends confirmation when files are received. In addition, there is no cost to the public or government agencies submitting confidential case documents.
 - **New Case Management System Initiated** – OAH sent key personnel to a Court Technology Conference and Technology Procurement Workshop – both sponsored by the National Center for State Courts – as part of its project to acquire a new case management system.
- OAH continued to meet or exceed timeline goals by working closely with all parties and utilizing workload statistics to facilitate timely issuance of decisions, despite increased caseloads in each division. In 2017, OAH issued over 98 percent of its post-hearing decisions on time in General Jurisdiction cases, and 100 percent on time in Special Education cases.





BRENT JAMISON | DEPUTY DIRECTOR,
INTERAGENCY SUPPORT DIVISION

Interagency Support Division

In 2017, the Interagency Support Division (ISD), consisting of the Office of Fleet and Asset Management, Office of State Publishing, Building Standards Commission, and Office of Public School Construction, welcomed the addition of the California Commission on Disability Access. Throughout the year, ISD continued to make great strides toward improving business processes and innovating new ways to better serve the public and its customers.



EVAN SPEER
CHIEF, OFFICE OF FLEET AND ASSET MANAGEMENT

Fleet and Asset Management

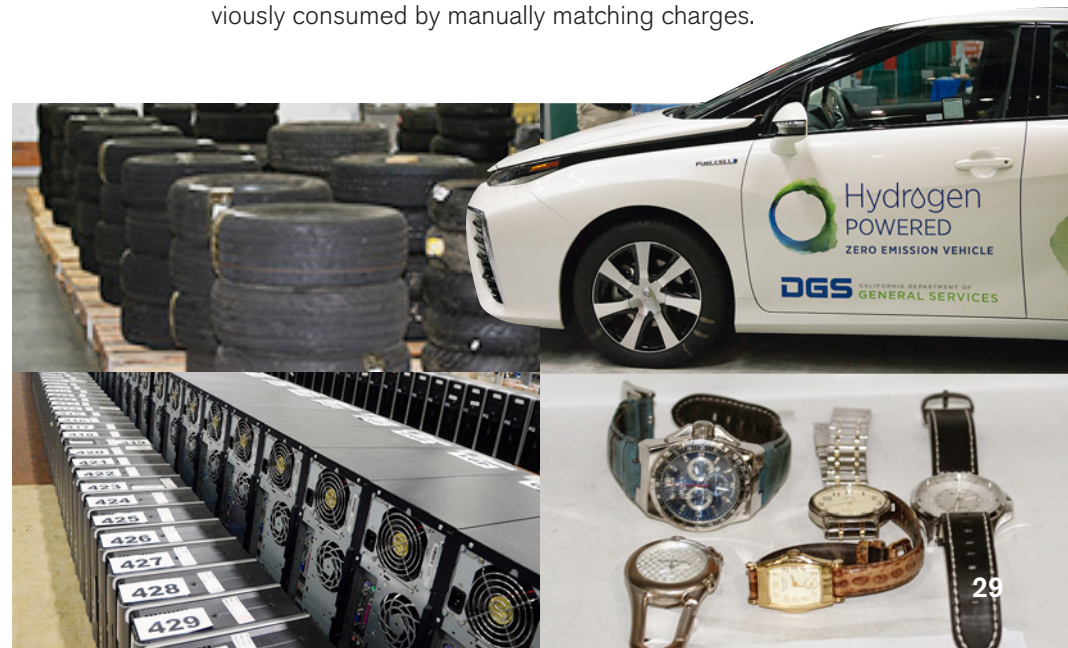
The Office of Fleet and Asset Management (OFAM) provides general oversight of the state's vehicle and mobile equipment fleet, and ensures compliance with state and federal environmental, energy and fiscal policies. It provides a fleet of monthly leased vehicles to support state agencies' transportation needs; manages DGS' parking facilities; oversees the reutilization of state and federal surplus property; disposes of state surplus property; manages the state's travel planning programs; and provides short-term warehouse services.

In 2017, OFAM focused its efforts on improving the efficiency with which it serves its customers, providing guidance and policy to reduce overall state operating costs, and ensuring the continued reduction of greenhouse gas emissions and petroleum usage associated with the state fleet. OFAM procured and leveraged technology to increase the efficiency with which travel invoices are reconciled and processed, and to lower the overall costs associated with the reutilization and sale of state surplus personal property. In addition to improving operational efficiency, through the issuance and enforcement of policy, OFAM focused much of its efforts on improving the cost-effectiveness and sustainability of the state fleet. Some of the more significant accomplishments for 2017 include:

- **Renewable Diesel Purchased** — As a result of OFAM's efforts to enforce the state's renewable diesel purchasing mandate, over 4.5 million gallons of conventional diesel fuel typically consumed by the state fleet were displaced by renewable diesel in 2017. Renewable diesel is produced from non-petroleum-based sources and has less than half the carbon output of conventional diesel. Enforcement of this policy equates to an emissions reduction approximately equivalent to the removal of 5,500 passenger vehicles from the state fleet.
- **Zero-emission Vehicles Purchased** — Through strict enforcement and the constant promotion of zero-emission vehicles (ZEVs) with fleet-owning departments, in fiscal year 2016–17 more than 270 ZEVs were approved for purchase by state agencies. Strong ZEV purchasing ensures the state's compliance with Governor Brown's fleet sustainability mandates, demonstrates the state's desire to lead by example, lowers the state fleet's petroleum consumption, and reduces greenhouse gas emissions.
- **Zero-emission/Hybrid Vehicle First Purchasing Policy Implemented** — As part of its ongoing efforts to decrease petroleum usage and vehicle emissions within the state fleet, in 2017 OFAM implemented statewide, light-duty vehicle purchasing policy that requires state agencies to procure the most fuel-efficient vehicle suitable to an agency's specific transportation needs. In doing so, OFAM will now require state agencies to purchase zero-emission and hybrid vehicles first in lieu of internal combustion engine vehicles. Additionally, OFAM now requires the purchase of zero-emission vehicles (where applicable) irrespective of whether an agency has met its minimum ZEV purchasing requirements in a given calendar year.
- **Fleet Asset Replacement Process Streamlined** — Throughout 2017, OFAM identified opportunities to streamline the process for medium, heavy-duty, and equipment replacement asset requests while also retaining proper levels of oversight. These assets account for approximately 40 percent of all asset requests and,

as a result, the streamlined process has had a huge positive impact on getting requesting agencies the approval they need in a timely manner.

- **Statewide Online Auction System Developed** — OFAM contracted with the National Association of State Procurement Officers (NASPO) and an online auction service, GovDeals, to develop a statewide online surplus property auction system, increasing the reutilization of assets by state agencies and/or other eligible government and nonprofit entities.
- **New Policy to Lower Vehicle Operation Costs Implemented** — Additionally, OFAM issued a policy that sets optimum vehicle replacement standards for potential cost savings. This new policy will lower overall vehicle operation costs to state agencies, increase the return on the resale of vehicles, and will drastically decrease state fleet emissions.
- **Automated Travel Reporting Tool Implemented** — As a result of the Statewide Travel Program working with the new travel payment provider, the travel booking system's reporting tool will link directly to the travel payment provider's invoicing system to provide an almost fully reconciled statement. This automated process will save considerable time that was previously consumed by manually matching charges.





JERRY HILL
STATE PRINTER, OFFICE OF STATE PUBLISHING



State Publishing

The Office of State Publishing (OSP) provides innovative printing and communications solutions and services to state, federal, county and city agencies.

For over 167 years, the Office of State Publishing (OSP) has provided critical services to California state government operations. Just as in 1850, OSP remains committed to our customers and their evolving demands for high-quality products and publishing services. Because publishing today encompasses multi-channel solutions—no longer just ink on paper—OSP has introduced new

value-added products and services while eliminating those that are no longer required or cost-effective to produce. In 2017, OSP made some notable strides to become more cost-effective. These include:

- **Printing Plant Relocation Approved** – The OSP space consolidation project advanced, as a new 128,000 sq. ft. leased site (with option to purchase) in West Sacramento was chosen to be the new OSP headquarters when the final move from the historic building at 344 7th Street takes place. This allows OSP to go from 323,190 sq. ft. to 145,000 sq. ft. and reduces printing plant space at the 7th Street plant by 50 percent.
- **Key Performance Indicators Developed** – OSP developed a key performance indicators (KPI) report of real-time data for better day-to-day decisions. This report consists of quantities and value by rolling up the following into one report: estimates, booking, work in process, billing, daily production from two manufacturing locations reporting estimate vs. actual, Proforms, accounts receivable transactions, State Records Center, Web Store Front, Electronic Document Management System (EDMS), and Fulfillment. Also, by monitoring our KPIs, we have identified areas to improve our business processes. Last year alone, OSP exceeded its performance goals for inventory management and dramatically improved the speed of its fulfillment services.

- **Paper Documents Reduced** – OSP's major accomplishments in 2017 included the purchasing of special software and hardware; the installation and buildout of a secured space; presentations to prospective clients; hiring and training. The creation of the Electronic Document Management System has begun to reduce the number of paper documents requiring physical storage. EDMS will help agencies limit real estate space needed for storage while serving as a safe, secured, easy way to access records.

Additional space was added at DGS' Office of Fleet and Asset Management at 1700 National Drive to accommodate the move of the Fulfillment and Interagency Messenger Service to this location. This is part of OSP's plan to reduce the space at the main printing plant and lower operational costs.

- **New Equipment Installed** – During 2017, upgrades were completed and new equipment installed at the 1050 Richards Blvd. Digital & Mass Mail location. With the addition and replacement of equipment, OSP reduced its cost per unit produced. The new equipment allows OSP to perform work that in the past was outsourced to private printers. It will also allow OSP to onboard identified new business from other non-state public clients.





Building Standards Commission

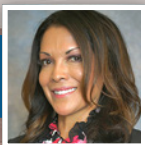
The California Building Standards Commission (CBSC) administers the rulemaking process, adoption and publication of the California Building Standards Code (Cal. Code Reg., Title 24).

In 2017, CBSC focused on administering the 2016 California Code supplement, which includes development, adoption, approval and publication. Additionally, CBSC coordinated with three state agencies to adopt emergency regulations, which enhanced building standards for exterior elevated elements.

- **Green Building and Emergency Building Standards Developed**—CBSC achieved many milestones in 2017, with a focus on proposing for adoption mandatory and voluntary green building standards for water conservation and other sustainable building practices. Another highlight was the development of the emergency building standards for exterior elevated elements (EEE). CBSC coordinated with other state agencies to develop emergency building standard regulations to enhance design, construction, inspection and maintenance of EEE. Additionally, CBSC administered the certifying rulemaking process to make the emergency regulations permanent in the 2016 California Building Standards Code (Title 24).
- **Rulemakings Adopted**—CBSC also administered the Intervening Code Adoption Cycle by reviewing and processing 26 rulemaking packages from various state agencies. Staff then conducted public meetings and public comment periods for the commission's approval and adoption. The adopted rulemakings were filed with the Secretary of State, and code supplements were published January 1, 2018 with an effective date of July 1, 2018.



DGS



LISA SILVERMAN | EXECUTIVE OFFICER, OFFICE OF
PUBLIC SCHOOL CONSTRUCTION

Public School Construction

The Office of Public School Construction (OPSC) facilitates the processing of School Facility Program (SFP) construction applications to make voter-approved state bond matching funds available to qualifying school districts. The office implements and administers the \$42 billion voter-approved bond program.

OPSC processes grant applications for construction projects, including charter school facilities; career technical education; financial hardship; and health and safety grants; and assists school districts throughout the life cycle of a school construction project. The office provides outreach to small school districts seeking construction funding. OPSC also advises state agencies, school districts, and local auditors in K–12 audit guidelines and procedures. Since 1998 the SFP has provided close to \$35 billion to construct nearly 52,000 new classrooms and modernize nearly 135,000 classrooms. OPSC's mission is to enrich the lives of California's schoolchildren as stewards of the taxpayers' commitment to education.

- **Grant Agreement Developed and Implemented** – With the passage of Proposition 51, an additional \$7 billion was made available for the SFP. Prior to the SFP being activated, greater oversight was desired to ensure a higher level of accountability for these taxpayer dollars. In response, OPSC developed and received State Allocation Board (SAB) approval to implement the first-ever Grant Agreement for the SFP. A prerequisite to receiving SFP funds, the Grant Agreement provides school districts clear and transparent guidance on the requirements and timelines associated with the construction project, and it includes a detailed listing of eligible and ineligible expenditures. This resource will help school districts easily understand the requirements for receiving funds, and will ensure greater success in the program. The timing of this change was particularly important as the audit functions of the SFP shift from OPSC to local auditors hired by the school district; this will ensure that every project funded will be audited and, in turn, allow for greater accountability. The Grant Agreement will also serve as an excellent tool for OPSC to educate and provide technical assistance to local auditors as they take on this role.
- **Workshop Application Process Initiated** – Beginning on September 21, 2017, OPSC—in partnership with the Division of the State Architect and the California Department of Education—began conducting Small School District Outreach Workshops. These workshops provided detailed information on the entire school facility application process and included one-on-one sessions to help with school districts' individual questions and needs. The workshops have been provided throughout the northern, central and southern parts of California. Eight workshops were conducted, with attendance by 61 small school districts. In total, there were 942 attendees in person and online. In addition, OPSC conducted three individual school site visits in Siskiyou and San Diego counties, the first of several that OPSC will conduct.

- **Instructional Videos Created** – In order to enhance the funding application process for the Seismic Mitigation Program, OPSC created instructional videos in coordination with the Division of the State Architect. The five-part series was published June 19, 2017.

In addition, OPSC expanded its goal of creating instructional videos to the Facility Hardship Program. The four-part video series was published on OPSC's YouTube Channel (www.youtube.com/OPSCYou) in October 2017.



- **Seismic Mitigation Money Allocated** – OPSC received sufficient applications to completely allocate all \$199.5 million in bond authority available for the Seismic Mitigation Program. The Seismic Mitigation Program is a subset of the Facility Hardship Program that provides for the seismic repair, reconstruction or replacement of the “most vulnerable” school facilities.
- **Staff Procedures Updated** – OPSC completed 20 detailed desk procedure manuals this year, with 15 future manuals underway. This enables uniformity, efficiency and quality of work for all OPSC employees—existing staff who took on new roles due to staffing reductions, as well as newer staff.
- **FI\$Cal Conversion Implemented** – This year marked successful conversion of the School Facilities Aid Program into FI\$Cal as the primary method for paying out and receiving school bond funding. OPSC staff completed numerous FI\$Cal conversion tasks and successfully completed 114 mandatory training academy modules.



California Commission on Disability Access

The mission of the California Commission on Disability Access (CCDA) is to promote disability access in California through dialogue and collaboration with stakeholders including, but not limited to, the disability and business communities as well as all levels of government.

Last year found CCDA vigorously moving forward in its efforts to provide much-needed information, education, outreach and training targeted at making the state accessible for all its citizens, including the nearly 6 million Californians who have a disability and/or provide support for this community.

- **ADA Violations Reviewed** – Throughout 2017, CCDA received, reviewed and analyzed 2,663 construction-related Americans with Disabilities Act (ADA) cases and pre-litigation letters which provided measurement and insight to CCDA, alleging 7,820 ADA access barrier violations.
- **ADA Compliance Workshops Initiated** – To improve understanding and communication across the state, CCDA participated in workshops on ADA compliance requirements for local small businesses. CCDA also brought educational awareness of the commission and its services to over 19,000 people when it teamed up with the Los Angeles Department on Disability at the Ability Expo in Los Angeles.





ANDREW STURFELS | DEPUTY DIRECTOR,
ADMINISTRATION DIVISION

Administration Division

In 2017, the Administration Division provided a full array of administrative support and other key services for DGS, as well as other departments across the state. A high priority for the Administration Division in 2017 was the continued rollout of FI\$Cal. With support from the Administration Division and its offices, FI\$Cal successfully updated DGS' legacy systems to interface with PeopleSoft.



GARY RENSLO | CHIEF INFORMATION OFFICER,
ENTERPRISE TECHNOLOGY SOLUTIONS

Enterprise Technology Solutions

Enterprise Technology Solutions (ETS) provides technology services critical to DGS operations, including systems and enterprise tools development; network connectivity; desktop support; security; technology implementation and strategic planning; and compliance with state information technology policies.

In 2017, ETS completed several new projects and made substantial improvements to the department's technology infrastructure for ongoing sustainability. Key goals delivered include improved information security through the creation of security dashboards; completion of a rigorous security and privacy awareness training campaign with nearly 100 percent compliance; and the implementation of new security operations tools, processes and standards.

- **Disaster Readiness Efforts Expanded** – This past year, ETS increased the department's disaster readiness by completing network failover, allowing internet services to continue uninterrupted in the event of an outage at the Ziggurat, and by improving the Technology Recovery Plan to more quickly allow for rapid recovery of the department's mission-critical services.
- **ServiceNow Successfully Implemented** – ETS successfully implemented ServiceNow, replacing an outdated and unsupported ticketing system with a modern, user-friendly service management system that includes workflow and performance metrics.

- **Office 365 Implemented** – ETS successfully migrated DGS' email to Office 365 (O365). The enhanced email environment provides end users flexibility to access email from Outlook, internet browsers or mobile devices and offers significantly more storage.
- **Online Contract Request Process Implemented** – DGS is piloting online submission and tracking of Non-Competitive Bid (NCB) contract requests, which will lead to implementation of this system for all state entities. The Procurement Division worked with ETS to define an efficient NCB contract justification process workflow using the new service management tool, ServiceNow, which automates and provides transparency to the NCB process for all stakeholders. It also provides notifications and approvals for NCB-related tasks.
- **Secure e-File Application Created** – Confidentiality is of utmost importance for all DGS documents, so ETS created a new Secure e-File application (also mentioned under the Office of Administrative Hearings [OAH]) to ensure a secure public-facing portal for parties and attorneys to submit and receive confidential documents. It provides a secure document transfer capability and a centralized, easy-to-access, user-friendly portal with 24/7 availability. Its automated file management improves case file processing efficiency.
- **Electronic Document Management System Developed** – A new line of imaging and secure document storage services is available, thanks to ETS' collaboration with the Office of State Publishing to develop and implement an imaging center and an Electronic Document Management System (EDMS). The solution provides customers secure access to their electronically stored documents anytime and anywhere. This new system is important to reduce the growth of the DGS State Records Center's warehouses, which currently house over 1 million cubic feet of paper records. The EDMS—which is also available to other state entities—will reduce real estate costs for state agencies by allowing them to move their archived paper records to a fast electronic storage and retrieval system.

- **Real-Time Visibility Provided** – The State Property Inventory (SPI) geographic information system (GIS) is a web-based application to view the state's inventory of real property assets with multiple layers of spatial data built with the ESRI ArcGIS cloud-hosted service. The solution provides real-time visibility to the state's property assets mapped with geographical information. This will allow for better asset planning and data integrity, as well as an improved ability to quickly identify impacted and relocation sites in the event of a disaster.
- **Utility Consumption Platform Created** – ETS and the Office of Sustainability developed a Performance Monitoring Analytic Platform (PMAP) and then integrated the platform with the individual Energy Management and Controls Systems (EMCS) and utility meters for the California Energy Commission, eventually extending to all state-owned buildings. The solution provides information to building tenants to help them understand their utility consumption and spur changes in behavior to use resources most efficiently.
- **Enriched Transparency as FI\$Cal Enhancements Implemented** – ETS completed 14 of the 16 FI\$Cal 2.0 enhancements. Enhancements include nine new reports; onboarding of the California Commission on Disability Access program users; support for the reorganization of the Real Estate Services Division, Facilities Management Division and Office of Sustainability; security upgrades and eight other system enhancements. FI\$Cal brings transparency to California's financials and rigor to financial transactions.
- **e-Tracker System Implemented** – For the Division of the State Architect (DSA), ETS implemented e-Tracker system enhancements to improve DSA's billing processes, dashboard reporting, and workload tracking. These changes allowed for the collection of new fees and for DSA staff to greatly reduce processing times between project submission and review.



RHONDA BASARICH
CHIEF, OFFICE OF FISCAL SERVICES

Fiscal Services

The Office of Fiscal Services (OFS) oversees DGS' rate development process, and coordinates and directs all accounting, budgeting and fiscal reporting activities for the department and client state agencies.

OFS has had a very productive year with the implementation of FI\$Cal. OFS staff are very proud of the accomplishments OFS has made in 2017, which are listed herein. OFS looks forward to increased success for 2018.



- **Desk Procedures Updated and Invoice Processing**

Goals Achieved – The branches under OFS had a productive year as Contracted Fiscal Services (CFS), DGS Accounting, and Budget and Planning all achieved the 2017 operational goal of completing 100 percent of Phase 1 of a three-year goal to develop/update desk procedures consistent with the new FI\$Cal system. CFS and DGS Accounting also achieved their operational goals of processing 95 percent of invoices within 15 days of receipt.

- **Year-end Financial Statements Successfully**

Completed – Other accomplishments include CFS' on-time completion of all 2016–17 fiscal year-end financial statements (a total of 284 fund statements, seven Generally Accepted Accounting Principles [GAAP], and one audit report). For the non-FI\$Cal departments (nine agencies) and the FI\$Cal departments (31 agencies), all 2016–17 fiscal year-end financial statements were completed on time. This is a 950 percent improvement from fiscal year 2015–16, which was the first year of transition to FI\$Cal.

DGS Accounting completed and submitted fiscal year 2016–17 financial year-end statements prior to the State Controller's Office deadline with 220-plus reports for 26 different funds, and completed a redesign of the OFS website utilizing data extracted from FI\$Cal so that all of DGS' 8,000-plus customers can continuously access and download detailed billing information online.

- **Budget Development Processes Enhanced** – In addition to completing the 2018–19 budget development process, the Budget and Planning Section re-engineered the process to increase efficiency for the 2019–20 fiscal year.



DGS



ESTELA GONZALES

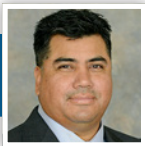
CHIEF, OFFICE OF HUMAN RESOURCES

Human Resources

The Office of Human Resources (OHR) provides services in the areas of recruitment; hiring; benefits and pay transactions; employee training and development; and constructive intervention.

OHR is focused on a future built from a foundation of transparency and accessibility. To this end, we made great strides in 2017. OHR revamped its main hiring process, allowing managers at every level in every DGS program the ability to take control of their hiring. Through new tools and training, OHR continues toward its vision of ensuring all of its customers can find the information they need quickly and easily.

- **Hiring Process Streamlined**—A new hiring process launched in 2017 reduced the average time to make an offer to a potential candidate from 147 days to 45 days. This was achieved by reducing the number of steps in the process from 89 to 14, streamlining the remaining steps, and reducing unnecessary management reviews. With the help of the newly established OHR Governance Council, OHR was able to create an examination plan based on the department's future needs and goals.
- **Hiring Tools Created**—OHR created the online "Hiring Toolkit," which has all resources a hiring manager or personnel liaison needs for the hiring process. The site contains easy but detailed instructions and guides, plus all of the related forms.
- **All Hiring Managers and Employee Resource Liaisons Trained**—With the launch of the new hiring process, OHR seized the opportunity to train DGS' hiring managers and employee resource liaisons on the new process, but also on all the other documents and processes in place.
- **Operations Manual Updated**—The Personnel Operations Manual is used by DGS and many other departments as an HR resource. Last year, OHR updated 10 percent of the chapters and created an aggressive plan to ensure the updates continue on schedule.



Business and Acquisition Services

The Office of Business and Acquisition Services (OBAS) provides DGS divisions and offices support in goods and services procurement; contract processing from solicitation to contract execution; and business services, including FI\$Cal Support Unit, CAL-Card administration, room reservations, cubicle moves, security and document reproduction.

OBAS experienced many changes in 2017. We began by participating in the Procurement Division's accreditation process in efforts to increase our purchasing delegation. Internally, we intensified our transparency efforts to begin measuring how long our processes take. We also began strategizing about how to improve interactions with our customers. All this focus was to help us start out 2018 in a strong fashion, ready to lead the way in how government operates.

- **New OBAS Intranet Site Initiated**—OBAS rolled out a new user-friendly, data-driven intranet site. The new website focuses on assisting all our customers throughout DGS, from the program contract administrators to the hiring manager requesting a cubicle modification. The website was developed to provide an organized and simple view to promptly guide



users to the information they are seeking. It was organized by function rather than by OBAS unit, making it more intuitive to navigate. OBAS held a customer forum for input and has incorporated customers' suggestions by adopting the drop-down method, similar to OHR's site. In striving for transparency, one of the most exciting links incorporated into the OBAS website is a category called OBAS Contract Services Section (CSS) Dashboard, under the Contract Resources & Training link. The dashboard provides a comprehensive look at real-time data of current and completed requests processed in OBAS. With the new look and more information regarding OBAS services, staff is pleased to offer this effective, convenient resource.

- **Ziggurat Organic Waste Recycling Program Initiated** – OBAS fostered a collaboration of the project stakeholders that included the Ziggurat building's lease management company (Jones Lang LaSalle), the janitorial services company (SBM Site Services) and the contracted waste hauler (Waste Management Corp.) to work out the details of implementing a new organic waste recycling program. SBM conducted a waste analysis that provided details of what is in our current waste stream, and a baseline for future comparison. OBAS also contacted the DGS Office of Sustainability to learn about and align with its efforts. The stakeholder group formalized its logistical plan for capturing organic waste and also adding the commingled collection of other recyclables. The new recycle bins, including organics, will be in place by the first quarter of 2018. The next exciting step for OBAS is to motivate and educate DGS employees to actively participate in the collection of recyclables.
- **Customer Outreach Efforts Initiated** – OBAS created a brochure to communicate the insurance required for contracts and created a bidder's list mini training module. Moreover, an OBAS Small Business/Disabled Veteran Business Enterprise (SB/DVBE) advocate helpline and email address were established, helping to channel internal and external customers' communication directly to the OBAS SB/DVBE advocate.

- **Training Program Plans and Emergency Contract Team Implemented** – This year, OBAS addressed the need for a new OBAS employee onboarding training program and implemented a CAL-Card Team to address emergency contracts, thereby reducing delays for contractor payment when work has already been completed.
- **Requisitions Streamlined** – Time is of the essence when dealing with contracts; therefore, OBAS implemented a departmental contract for local advertisements, and the newfound efficiency eliminated the need for a requisition for each contract advertisement.
- **New SharePoint Platform Implemented** – A new intake SharePoint log to track fiscal year 2017–18 requests launched successfully. This new platform added new functions (filters, columns) to address customer and OBAS concerns as well as added functions to capture various data for reporting.





KIM HUNT
CHIEF, OFFICE OF RISK AND INSURANCE MANAGEMENT

Risk and Insurance Management

The Office of Risk and Insurance Management (ORIM) provides a variety of risk management and insurance services to state and public entities with a primary objective of minimizing exposure to losses. Services include insurance procurement and consulting; natural gas fuel price risk management; claims handling; statewide safety training; and emergency management.

ORIM experienced a very busy year in 2017. The office supported disasters from the Oroville Dam to statewide wildfires. The evacuation due to the Oroville Dam spillway failure caused a surge in government claims, and the wildfires taxed ORIM, requiring 24-hour shift coverage at the State Operations Center. ORIM also experienced an increase in the severity of auto claims, resulting in several large settlements. The insurance unit worked collaboratively with RESD to establish a large Owner Controlled Insurance Program (OCIP) for the O Street and P Street office building projects. Additional accomplishments include:

- **Emergency Relief Coordinated**—On October 9, the Office of Risk and Insurance Management began coordinating relief efforts for the October Napa/Sonoma wildfires. Staff coordinated the immediate provision of needed supplies (everything from food to portable restrooms to medicines) for the evacuees; support for the evacuation of the Sonoma Developmental Center and the Yountville Veterans Home; and the repopulation of both facilities. Staff also supported emergency efforts during the devastating Southern California fires.
- **Renewable Natural Gas Users Expanded**—ORIM's Natural Gas Services (NGS) program increased its base of renewable natural gas (RNG) vehicle fuel users, and successfully established agreements to deliver RNG to various counties and other local government bodies. NGS currently administers RNG as both a vehicle fuel and as raw material for the concurrent production of electricity or mechanical power and useful thermal energy, and plans to further expand its renewable portfolio in 2018.





NANCY ANDER
DEPUTY DIRECTOR, OFFICE OF SUSTAINABILITY

Sustainability

The DGS Office of Sustainability is committed to reducing California's environmental footprint by greening the state's buildings; reducing greenhouse gas emissions; and reducing water use.

The Office of Sustainability develops and implements clean energy strategies and programs for state buildings. The office strives to lead by example and implements programs in the areas of clean renewable energy development, energy efficiency retrofits, and electric vehicle charging infrastructure development. Additionally, the office provides support in many other areas of sustainability, including zero net energy (ZNE) policy development, Leadership in Energy and Environmental Design (LEED) certification, state buildings benchmarking, and recycling policy development to support DGS and other departments in greening state facilities.

- **Solar Power Purchase Approved/Agreement Negotiated –**

The Office of Sustainability developed a trailblazing agreement with the Sacramento Municipal Utility District (SMUD) to purchase 34 megawatts (MW) of solar power via a long-term power purchase agreement. Not only will this bring many of our state facilities to ZNE, it will also save the state over \$20 million over the 20-year agreement term.

- **Energy Use in State Facilities Reduced –** The Office of Sustainability made significant strides in continuing to green state facilities, including reducing energy use by 2 million kilowatt hours (kWh) through energy efficiency retrofits. One example is

an energy service company (ESCO) project that was completed at the Governor's Office of Emergency Services (Cal OES) with an annual energy savings of 920,000 kWh. LED lamps replaced fluorescent lamps, occupancy sensors were installed to reduce energy use when areas are not occupied, and upgraded HVAC controls now provide occupancy-based heating and cooling.

In another ESCO project at the DGS-owned Caltrans District 11 building in San Diego, annual energy savings of 941,298 kWh were achieved. This was accomplished with an upgraded energy management system, interior lighting and lighting controls, and HVAC improvements (replacement of cooling tower and two chillers). It is anticipated that in 2018, a goal of saving 20 percent of the electricity used in state buildings will be reached.

OS oversaw the installation of 7 MW of renewables on state sites, including a 1.85 MW wind turbine installed at a Department of Corrections and Rehabilitation site in Lancaster. This brings us almost halfway to our goal of installing 100 MW of renewables in state facilities by 2020.

- **Zero Net Energy Accelerated –** During 2017, OS developed and issued a ZNE policy, including Management Memo (MM) 17-04 that accelerates the time frame in which all new state buildings and major renovations must be constructed as zero net energy facilities. Previously, 50 percent of new facilities beginning design after 2020 and all buildings beginning design after 2025 were mandated to be constructed as zero net energy.



The ZNE MM accelerated that date to October 23, 2017. This will ensure a continuing focus on cost-effective ZNE design. Other ZNE policies issued and updated included State Administrative Manual Section 1815.31; a ZNE program webpage; and several tools and resources to help state departments assess and work toward ZNE on state buildings.

- **Greenhouse Gas Emissions Reduced** — Other accomplishments include the issuance of a new administrative order to create a comprehensive recycling program at DGS facilities, including organics recycling; achievement of a LEED Gold Certification on the executive mansion renovation project; and initiating an electric vehicle service equipment program to support the governor's zero-emission vehicle action plan. This is a fast-growing industry that will help to mitigate greenhouse gas emissions from transportation, which is responsible for nearly 40 percent of the state's greenhouse gas emissions.





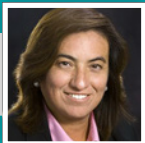
ANDY WON
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

Audit Services

The Office of Audit Services (OAS) conducts audits of other agencies to determine compliance with requirements contained in delegations or exemptions granted by DGS. Our audits include a review of the business management functions and services under the purview of DGS.

In 2017, OAS was busy with catch-up work from the previous year and planned audits for the current year, while adjusting to new leadership.

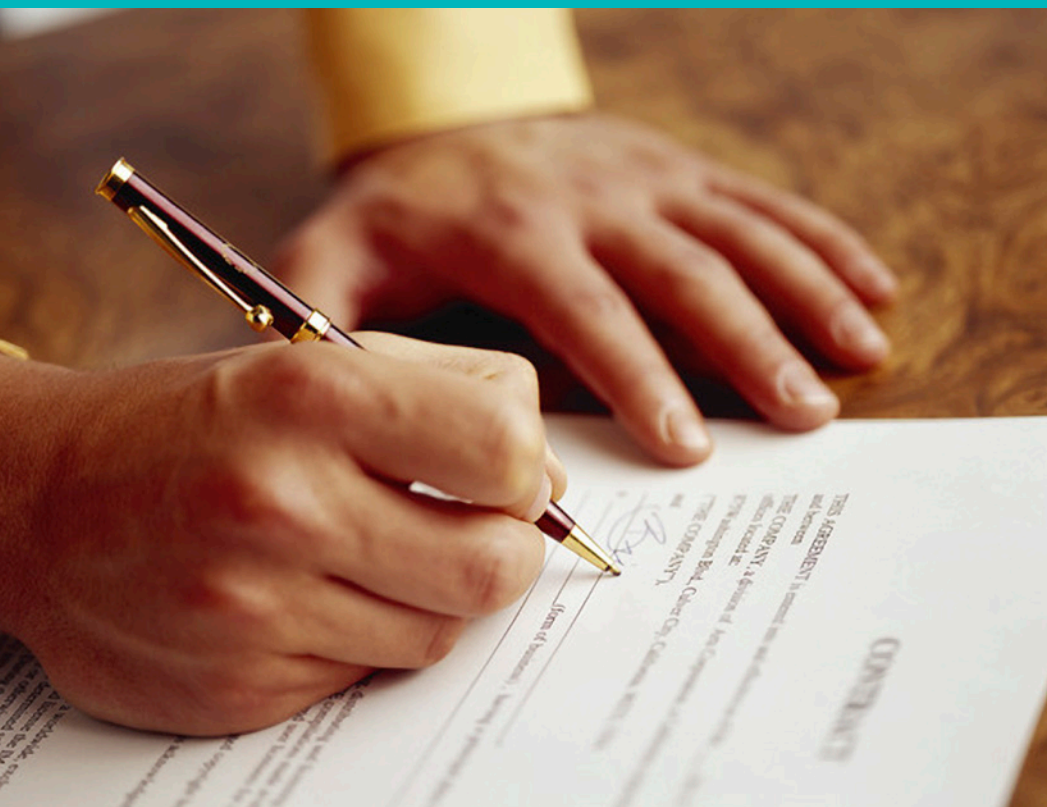
- **Purchasing Authority Accreditation Implemented** – The collaboration between the Procurement Division's Purchasing Authority Management Section (PAMS) and the Office of Audit Services resulted in the successful completion and implementation of a robust purchasing authority accreditation process. This new process provides a way for state agencies to improve the quality of acquisitions, improve the quality of contracts, enhance program management, and strengthen purchasing practices.
- **Completed Reports Tripled** – OAS more than tripled the number of audit reports issued in 2017 compared to 2016. OAS issued 37 audit reports as of October 2017, compared to 10 audit reports issued in 2016.
- **Audit Manual Revised** – OAS updated its audit manual and developed a new management report for delegated purchasing audits to track and share information with the Procurement Division's Purchasing Authority Management Section.
- **Opening Conference Goal Reached** – OAS reached its goal of conducting an opening conference with 85 percent of state departments that were scheduled for compliance audits in 2017.



LESLIE LOPEZ | DEPUTY DIRECTOR AND CHIEF COUNSEL,
OFFICE OF LEGAL SERVICES

Legal Services

The Office of Legal Services (OLS) provides leadership and guidance to state departments and agencies, as well as internal divisions and offices, on the state's contracting and procurement laws and policies.



In 2017, OLS worked on cutting-edge legal issues regarding sustainability projects to help “green” our state. In addition, we continue to strive for enhanced customer satisfaction and contract review efficiencies by providing custom-tailored training as well as updates to a broader audience. These efforts include:

- **Contracts Training for Departments Expanded**—In 2017, OLS designed and implemented custom-tailored training based on the unique needs of agencies such as Caltrans, CalEPA, the State Water Resources Control Board, CalRecycle, the Air Resources Board, CalVet and the Public Utilities Commission. The training was data-driven, focusing on the reasons why a particular agency's contracts had previously not been approved. The data enables customers to review their internal processes to ensure timely contract approval.
- **Property for Development Acquired**—OLS also successfully negotiated the no-cost acquisition of over seven acres of Sacramento's historic railyards property to expand the Old Sacramento State Historic Park, and 19 acres of property located on the UC Riverside campus to develop a new 300,000 square foot campus for the Air Resources Board's new laboratory.
- **Intellectual Property Protected**—Intellectual property (IP) refers to creations of the mind (including ideas, inventions or processes) and DGS is responsible for helping state agencies manage and protect their IP assets. In 2017, OLS met with over two dozen state agencies to assess their IP needs and offer assistance as their legal resource. In addition, OLS developed an IP handbook, maintenance plan and training for state agencies, and launched the state's first-ever IP database, which tracks various forms of state-owned IP. In the interest of government transparency, the public can access the database and review the state's IP holdings by type, funding sources and similar critical information.





Strategic Planning, Policy and Research

The Office of Strategic Planning, Policy and Research (OSPFR) assists divisions and offices with long-term planning; facilitates the creation of the department's strategic plan; oversees customer survey development and analysis; provides consultative data analysis and process re-engineering; and oversees delivery of department-wide training initiatives.



In 2017, OSPFR focused on execution of its core duties, delivering a wide range of support and special projects that enable the divisions and offices within DGS to accomplish their business objectives. To diversify its role and abilities as the internal consultant for DGS, OSPFR integrated the DGS University team into its ranks. This addition allowed OSPFR to broaden the services it provides and better leverage analytical, facilitation, and training skills for the benefit of DGS.

- **Stakeholder Workgroups Formed** — OSPFR facilitated critical DGS workgroups and meetings, strengthening relationships with stakeholders through collaborative and transparent policy development. The General Services Workgroup (GSW) represents nine state government agencies while serving in an advisory capacity on the priorities, management and delivery of DGS services. The Statewide Tenant Workgroup (STW) brings DGS and its tenants together to address both short-term and long-term facilities topics (e.g., parking lot management, sustainability, and tenant survey results).
- **Continuous Education Expanded** — In 2017, DGS University (DGSU) delivered over 130 classes to more than 3,000 enrollees, resulting in more than 18,000 hours of instruction. Training included mandatory and optional courses in support of individual professional development and succession planning across the organization. DGSU continued its commitment to upward mobility through the Pre-Analyst and Analytical Thinking academies. The DGS Management Academy commenced its fourth iteration, while previous graduates continue to ascend the leadership ranks.
- **Organizational Health Survey Conducted** — During 2017, OSPFR created and managed the DGS Organizational Health Survey. Results were analyzed, dashboards and reports generated, and workshops conducted to educate programs on the results and how to leverage them. Based on the survey, the Organizational Health Team developed initiatives to focus on five areas: Talent Management, Organizational Engagement, Employee Development, Equipping the Organization and Leadership Development. The team launched the New Employee Orientation and the Leadership Lunch Hour.



Legislative Affairs

The Office of Legislative Affairs (OLA) coordinates all legislative activities for DGS, from the development of bill analyses to representing the department at legislative hearings. OLA also coordinates reports to the Legislature.

The Office of Legislative Affairs was very busy in 2017. During the first year of the 2017–18 legislative session, 2,980 measures were introduced. OLA monitored and tracked 378 bills affecting issues related to DGS' jurisdiction or expertise, and engaged with the Legislature on many of them. DGS also provided final recommendations on 57 bills that reached the governor's desk this year. The governor signed DGS' state surplus property disposition bill, SB 814 (Committee on Governmental Organization, Chapter 815, Statutes of 2017). The governor also signed AB 111 (Committee on Budget, Chapter 19, Statutes of 2017), which included administration-sponsored language to enable the Division of the State Architect (DSA) to align plan review fees with its operating costs. OLA assisted with budget hearings, Senate confirmation of two new appointees to the Building Standards Commission, and several projects across the department requiring government affairs support.

- **Efficient e-Signature Policy and Working Group**

Launched—OLA coordinated and launched a new statewide policy authorizing the use of e-signatures for contract documents. The office also fulfilled its operational goal of creating a working group for DGS staff whose work includes legislative affairs.





MONICA HASSAN
DEPUTY DIRECTOR, OFFICE OF PUBLIC AFFAIRS

Public Affairs

The Office of Public Affairs (OPA) is responsible for news media relations; managing DGS social media channels; guidance on writing according to DGS style; providing photography resources and video production; and website management oversight.

OPA works hard to promote the amazing accomplishments of each division and office within the department. In 2017, OPA took on a daunting, but important task of beginning to redesign the department's external website.

- **Website Redesign Commenced**—As part of the core website redesign team, OPA worked closely with Enterprise Technology Solutions and key stakeholders to prepare for the launch of a new external-facing DGS website, which will have a modern look and feel. The website will feature a user-centric design to best satisfy the needs and preferences of DGS' public end-users while taking the needs and preferences of the department's web content management community into account. This year, a website governance team was established and a consultant was chosen.





EDMUND G. BROWN JR. | Governor

MARYBEL BATJER | Secretary, Government Operations Agency

DANIEL C. KIM | Director

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